



The City of Cincinnati seeks a

## **CHIEF PERFORMANCE OFFICER**

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to direct and oversee its Office of Performance and Accountability. The City of Cincinnati is seeking an energetic, strategic leader that lives and breathes performance, data analytics, accountability and service delivery. An out-of-the-box thinker that can bridge performance and data analytics with organizational success.



## CHIEF PERFORMANCE OFFICER

Under the direction of the City Manager, the Chief Performance Officer's mission is to measure, manage and improve the City's performance through a data driven management system. The Chief Performance Officer is responsible for strategically leading and overseeing "CincyStat" initiatives, which mirrors the CitiStat model. This position also leads Innovation Lab activities by deploying "Lean" principles and concepts to address problematic areas across the City's structure to deliver better, faster, and smarter services. In addition, the Chief Performance Officer has oversight responsibility for the City's Open Data initiative to enhance transparency and accountability across our government.

## THE CITY OF CINCINNATI - A GREAT PLACE TO LIVE, WORK, AND PLAY

Located on the north bank of the Ohio River in Hamilton County, the City of Cincinnati is a major city in the Ohio Valley. Cincinnati, which has a population of approximately 300,000, anchors a metropolitan area with a population of 2.1 million and a land area of 79.54 square miles, is the third largest city in Ohio and the 65th largest city in the United States.

Cincinnati is a unique and special place, with all the benefits of a large city yet the closeness and comforts of a small town. The distinctive housing, unique and walkable neighborhoods, natural beauty, outstanding historic districts and landmarks, exceptional arts and cultural attractions, major league sports, and first-rate higher-education offerings make it a city with a lifestyle that is competitive with some of the largest cities in the country.

In addition to its historic sites, Cincinnati has a variety of attractions driving a tourism industry that offers world-class and unparalleled arts, celebrated institutions, and first-class entertainment and restaurant options. Cincinnati is proud to be the home of the Cincinnati Reds, Cincinnati Bengals, two-time Tony Award winning Playhouse in the Park, one of the top five zoos in the country, world class museums, and a nationally recognized park system.

Cincinnati is home to many major and diverse corporations, such as Procter & Gamble, along with eight other Fortune 500 companies and fifteen Fortune 1000 companies headquartered in Cincinnati area. The region ranks in the nation's Top 10 markets for number of Fortune 500 companies per million residents, higher than New York, Boston, Chicago, or Los Angeles. The largest employer in Cincinnati is the Kroger Company, with 17,000 employees. The University of Cincinnati is the second largest with 15,162.

## THE CITY GOVERNMENT

John Cranley was sworn in as Cincinnati's 69th Mayor on December 1, 2013. The Mayor is the official head and representative of a municipal corporation with 5,600 authorized positions and an annual operating budget of approximately \$1.4 billion dollars. The governing body of the City is the Mayor and City Council, which formulates policies and sets direction for the City through legislative measures. The City Council is composed of nine Council Members elected at-large, on a non-partisan basis, for a four-year term (not staggered). The Mayor is chosen on a separate ballot and presides over sessions of the Council. The Mayor appoints the City Manager upon an affirmative vote of five members of the Council following the Mayor's recommendation, and the City Manager can be fired only upon the recommendation of the Mayor. The City of Cincinnati operates under the Ohio Freedom of Information Act, which prohibits closed sessions of the Council. Accordingly, all sessions of the City Council are open to the public, where citizens actively participate in public hearing discussions.

## THE CITY ADMINISTRATION

Harry Black was announced as the City Manager for the City of Cincinnati on Sept. 8, 2014, and is responsible for the day-to-day operations of City government.

As the chief administrator for the City and its 6,300 employees, he is committed to building a customer-centric workforce and responsible and effective economic development policies and practices that support the growth of jobs and economic opportunity for all Cincinnatians. He is also committed to building strategic and tactical





financial management policies and practices that ensure sustainable fiscal responsibility and vitality.

He is focused on making Cincinnati the safest city in America with the involvement of all of its residents, and ensuring it is the go-to destination for people who want to live, work and play in Ohio.

The City Manager aims for Cincinnati to become a national model for using performance management best practices and tools and data analytics to make city government more effective and efficient.

## THE CITY'S PRIORITY GOALS

The priorities are embedded throughout the City administration. They guide the development of the budgets, provide focus for City departments and inform all decision-making.

- Safer Streets
- Growing Economy
- Thriving and Healthy Neighborhoods
- Innovative Government
- Fiscal Sustainability and Strategic Investment

## OVERVIEW OF THE POSITION

The Office of Performance and Data Analytics was established in 2014 under the direction of City Manager, Harry Black. The City of Cincinnati's Office of Performance and Data Analytics currently employs a Chief Data representative, Division Manager and several highly skilled data analytic professionals along with multiple interns. This Office is responsible for measuring performance, evaluating success, and identifying areas for improvement through adherence and promotion of four (4) Tenets:

1. **Accurate and timely intelligence shared by all**
2. **Effective tactics and strategies**
3. **Rapid deployment of resources**
4. **Relentless follow-up and assessment**

There are three (3) critical functions of the Office: CincyStat; Open Data Cincinnati; and the Innovation Lab.

### CINCYSTAT

CincyStat is a leadership strategy aimed at mobilizing city agencies to produce specific results. It is modeled after CitiStat, a leadership strategy launched in

Baltimore and emulates a similar program used in New York City. CincyStat combines the analytical firepower of the OPDA with agency experts to elevate important issues, solve problems, and facilitate productivity. This collaborative problem-solving model uses data to creatively discuss performance, identify problems, diagnose causes, and invest resources to solve issues.

## OPEN DATA CINCINNATI

Open Data Cincinnati promotes government accountability and transparency. Open Data Cincinnati provides open, online access to government data. The goal of this initiative is to increase data accessibility, and encourage development of creative tools to engage, serve, and improve Cincinnati neighborhoods and residents' quality of life.

## INNOVATION LAB

The Innovation Lab is a small, collaborative workspace that offers 10-20 employees the time and resources to document and then "lean out" an existing city process.


As a creative problem solving tool, the Innovation Lab helps agencies achieve:

- Targeted, substantial efficiency gains through leaner and smarter operations
- Better and faster service delivered to citizens
- Increased capacity for handling big problems more effectively, and getting positive results

## THE IDEAL CANDIDATE

The City is seeking an energetic, strategic leader that lives and breathes performance, data analytics, accountability and service delivery. An out-of-the-box thinker that can bridge performance and data analytics with organizational success. A candidate who has an ability to design and execute a strategic roadmap that is progressive, adaptable, addresses key challenges, and identifies opportunities to modernize City programs while reducing or containing cost. A candidate who can balance collaboration with accountability to drive performance and deliver results.

The ideal candidate will be a proven leader in creating a culture of performance and



accountability. The ideal candidate for this position will also have strong technical, management, and leadership skills. A good listener, decision maker, and problem solver, the new Chief Performance Officer will also be able to inspire those qualities in others. Other key competencies and responsibilities of this position include the ability to:

- Set clear performance goals to improve results, save money, and enhance the City's customer service delivery model.
- Develop control systems to ensure effective and efficient governmental practices, programs and policies to improve City services.
- Develop systems to provide for an open and transparent government that engages the public.
- Establish and implement actions to improve results, improve efficiency, and reduce waste.
- Instill a culture of performance, accountability and efficiency to inspire continuous improvement.
- Implement a robust, data-driven performance management system that tracks performance indicators.

## REQUIRED EDUCATION & EXPERIENCE

Must have a Master's Degree from an accredited college or university in Business Administration, Public Administration or closely related field. A minimum of at least three (3) of experience in the field of performance and accountability. Experience in managing, complex program areas and a working knowledge of best practice models and methodology related to this area. Must be forward-thinking and have strong leadership skills and abilities.

A criminal/credit background investigation will be conducted for this position according to Civil Service Commission Rule 15 - Sensitive Classifications/Positions.

## COMPENSATION & BENEFITS

The salary range for this position is \$106,814.74-\$191,005.24 (annually), dependent on experience, plus excellent benefit options including generous vacation and paid sick leave, deferred compensation, excellent medical coverage, and membership in the Cincinnati Retirement System.

This opportunity offers an outstanding and affordable quality-of-life environment in a City with a rich history of providing excellent services for its residents, while serving in a key role to enhance City service and improve City performance and the quality of life and experience for Cincinnati's residents, businesses, and visitors.

## EQUAL EMPLOYMENT OPPORTUNITY

The City of Cincinnati is dedicated to providing equal employment without regard to race, gender, age, color, religion, disability status, marital status, sexual orientation, or transgendered status, or ethnic, national or Appalachian origin, or on the basis of any other category protected under federal, state and local laws.

## TO BE CONSIDERED

Candidates are encouraged to express interest early in the process for optimal consideration. Review of resumes will begin **May 23, 2016**. This recruitment is considered open until filled. **Formal applications may be submitted via** [www.cincinnati-oh.gov](http://www.cincinnati-oh.gov) and click "Jobs with the City" and apply:

- Compelling cover letter;
- Comprehensive resume;
- Salary history; and
- Three (3) professional references.

For additional information on applying, please contact Derrick Gentry at 513.352.2405 or via email a [derrick.gentry@cincinnati-oh.gov](mailto:derrick.gentry@cincinnati-oh.gov).

To learn more about the Office of Data and Performance Analytics and this key leadership role, visit [www.cincinnati-oh.gov/manager/opda/](http://www.cincinnati-oh.gov/manager/opda/)